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United Nations Children's Fund
Executive Board

Compendium of decisions adopted by the Executive Board in 2014

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First regular session

2014/1
Modifications to procedures for consideration and approval of country programme documentation

The Executive Board

1. *Endorses* the proposed modification to the procedures for consideration and approval of country programme documentation (E/ICEF/2014/P/L.1), subject to the provisions of this decision;

2. *Welcomes* the continued efforts made by the members of the United Nations Development Group towards further harmonizing and streamlining programming instruments and processes in support of country programmes of cooperation, in line with the recommendations of the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

3. *Stresses* that the programming process for UNICEF cooperation should continue to emphasize national ownership;

4. *Also stresses* the important role of the Executive Board in the review and approval of country programme documents;

5. *Requests* UNICEF to ensure a transparent and timely consultation process with the Executive Board, to provide sufficient time for discussion, and to ensure that all comments and recommendations made by Member States with regard to the draft country programme documents be made available to Executive Board members prior to formal consideration of the country programme documents;

6. *Requests* that country programme documents continue to be developed on the basis of national plans and priorities under the leadership of national governments and in consultation with the resident coordinator and other members of the United Nations country team, as well as with other relevant stakeholders at country level, in full alignment with the United Nations Development Assistance Framework (UNDAF), where applicable, and with the strategic plan of UNICEF;

7. *Requests* UNICEF, in line with the recommendations of the quadrennial comprehensive policy review, to further simplify, harmonize and reduce the number of its agency-specific country programming instruments and processes, wherever possible, in particular in 'delivering as one' countries and countries deciding to apply the standard operating procedures;

8. *Encourages* UNICEF to continue to work with UNDP and UNFPA to further harmonize their country programme document templates, associated documentation and annexes;

9. *Requests* UNICEF to include the following elements in the country programme document, associated documentation and annexes:

(a) An indicative budget showing the expected use of regular and other resources;

(b) A results and resources framework;

(c) Information on how the results, as reflected in the results and resources framework, relate to the strategic plan and the organization-wide results framework, to national priorities, and, as applicable, to the UNDAF;

(d) A costed evaluation plan;

(e) A statement of accountability for programme results;

10. *Requests* UNICEF to ensure that the results and resources frameworks are an integral part of country programme documents and to translate them accordingly;

11. *Recalls* the importance of strictly observing the resolutions and rules, such as General Assembly resolution 67/292, establishing language arrangements for the different bodies and organs of the United Nations.

First regular session
6 February 2014

2014/2
Costed UNICEF Gender Action Plan, 2014-2017

The Executive Board

1. *Recalls* its decision 2013/9 on the report on the progress of gender equality work in UNICEF (E/ICEF/2013/12), requesting UNICEF to (a) develop a new Gender Equality Action Plan, 2014-2017, and in doing so, to address each of the challenges identified in the report, such as technical capacity, expertise and resource allocation for gender equality, (b) develop a performance management plan that includes a results framework, and a plan for monitoring, evaluation and reporting, and (c) cost and allocate adequate funds for the new Gender Equality Action Plan, 2014-2017;

2. *Also recalls* its decision 2013/20 on the UNICEF integrated budget, 2014-2017, reiterating its request to UNICEF to develop a costed Gender Equality Action Plan for 2014-2017, which would include a comprehensive gender analysis to further strengthen gender mainstreaming in the organization in support of the implementation of the Strategic Plan;

3. *Welcomes* the "Update on progress on a costed gender action plan" (document E/ICEF/2014/CRP.5) and the other preparatory and drafting work, and ongoing consultations to develop the costed Gender Equality Action Plan, 2014-2017;

4. *Encourages* UNICEF to continue to consult the Executive Board and the other relevant stakeholders and partners with a view to finalizing the costed Gender Equality Action Plan, 2014-2017, by mid-April 2014, for its presentation for information to the Executive Board at its annual session of 2014, together with the annual report on the progress of work in gender equality in UNICEF.

First regular session
6 February 2014

2014/3
UNICEF annual financial report and audited financial statements for the year ended 31 December 2012 and report of the Board of Auditors

The Executive Board

1. *Takes note* of the reports A/68/5/Add.2, A/68/381 and A/68/350;

2. *Notes* the unqualified audit opinion issued by the United Nations Board of Auditors for 2012;

3. *Supports* ongoing UNICEF management efforts in implementing the recommendations of the United Nations Board of Auditors for the year ended 31 December 2012, including the timely implementation of any outstanding recommendations;

4. *Requests* UNICEF to continue strengthening core business practices and internal controls, as well as monitoring and oversight of implementing partners;

5. *Encourages* UNICEF to continue strengthening the monitoring and oversight of the implementation of its cooperation agreements with National Committees for UNICEF;

6. *Also encourages* UNICEF to prioritize the finalization of the revised framework for the harmonized approach to cash transfers, in coordination with other members of the United Nations Development Group, and to ensure improved oversight when the revised framework is implemented.

First regular session
6 February 2014

2014/4
Private fundraising: 2014 workplan and proposed budget

A. Private Fundraising and Partnerships budgeted expenses for 2014 fiscal year

The Executive Board

1. *Approves* for the fiscal year 2014 (1 January to 31 December) budgeted expenses of $109 million, as detailed in the table below.

	(in millions of United States dollars)
Investment funds	49.0
Other private sector fundraising costs	60.0
Total special purpose expenses	**109.0**

2. *Notes* that $19.4 million in Private Fundraising and Partnerships development effectiveness costs and management costs were approved in the UNICEF Integrated Budget, 2014-2017 submission (E/ICEF/2013/AB/L.4);

3. *Authorizes* UNICEF

(a) To incur expenses, as summarized in column II of table 3 of document E/ICEF/2014/AB/L.1, and to decrease or increase expenses, up to the levels indicated in columns I and III of the same table, should the apparent revenue from

fundraising or cards and products sales decrease or increase to the levels indicated in columns I and III;

(b) To redeploy resources between the various budget lines (as detailed in paragraph 1 above), up to a maximum of 10 per cent of the amounts approved;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2014 approved workplan;

4. *Requests* UNICEF

(a) To provide updates to the Executive Board, with information and data, on the use of investment funds, and the returns generated thereof;

(b) To continue to ensure effective management of the relationship with National Committees for UNICEF, with a particular focus on monitoring compliance with the Cooperation Agreement.

B. Budgeted revenue for the year 2014

The Executive Board

Notes that, for the period 1 January to 31 December 2014, Private Fundraising and Partnerships revenue is budgeted at $1,137 million, as shown in column II of table 3 in document E/ICEF/2014/AB/L.1.

C. Policy issues

The Executive Board

1. *Approves* allocation of investment funds, amounting to $49 million for 2014;

2. *Further approves* an interim one-month allocation for January 2015 of $13.14 million, to be absorbed in the annual Private Fundraising and Partnerships budget for 2015.

First regular session
6 February 2014

Annual session

2014/5
Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review

The Executive Board

1. *Takes note* of the Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review (E/ICEF/2014/6 and E/ICEF/2014/6/Add.1);

2. *Decides* to transmit the above-mentioned report to the Economic and Social Council, along with a summary of the comments and guidance provided by delegations at the present session.

Annual session
6 June 2014

2014/6
Final results framework of the UNICEF Strategic Plan, 2014-2017

The Executive Board

1. *Recalls* its decision 2013/16 on the UNICEF Strategic Plan, 2014-2017;

2. *Notes with appreciation* the final results framework of the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2014/8), which provides results and key performance indicators at the impact, outcome and output levels, and includes baselines and targets, for the strategic plan;

3. *Affirms* that the final results framework of the UNICEF Strategic Plan, 2014-2017, has been designed in conformity with results-based management principles, with each level of results directly or indirectly related to UNICEF programmes and with expected results and targets determined on the basis of country programmes or internationally agreed commitments;

4. *Notes* that the exact formulation of the indicators, milestones and targets of the final results framework will continue to evolve and should, where appropriate, be further refined in consultation with Member States, and requests an update to the Executive Board at its annual session of 2015;

5. *Requests* UNICEF to update the Executive Board at its annual session of 2015 on how country programme results and resources frameworks are aligned with the final results framework of the UNICEF Strategic Plan, 2014-2017;

6. *Notes* that a comprehensive analysis of the risks, assumptions and mitigation measures, as well as the elements of the theory of change of each outcome area, has been outlined in a supplementary programme note (E/ICEF/2014/CRP.14), which is publicly available and will be periodically refined;

7. *Requests* UNICEF to present to the Executive Board, at an informal session in September 2014, an outline of the format of, and the information that will be provided in, the annual report of the Executive Director, to be based on the final results framework (E/ICEF/2014/8), which will allow for appropriate tracking of annual progress, in consultation with Member States, as well as expenditure compared to budgets;

8. *Also requests* UNICEF, as part of the annual report of the Executive Director, to provide an annual update on progress made towards achieving the results identified in the final results framework of the UNICEF Strategic Plan, 2014-2017.

Annual session
6 June 2014

2014/7
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the one-year extensions of country programmes approved by the Executive Director for the country programmes for Algeria, Argentina, Lebanon, Libya and Uganda, as indicated in table 1 to document E/ICEF/2014/P/L.11;

2. *Approves* the two-year extension for Burundi, the third consecutive one-year extension for Guinea-Bissau, the fourth consecutive one-year extension for the Syrian Arab Republic, and a two-month extension, following three one-year extensions, for Madagascar, as indicated in table 2 to document E/ICEF/2014/P/L.11.

Annual session
6 June 2014

2014/8
Report on progress of work in gender equality and empowerment of women in UNICEF, and UNICEF Gender Action Plan, 2014-2017

The Executive Board

1. *Recalls* its decision 2013/9 on the report on the progress of gender equality work in UNICEF (E/ICEF/2013/12), requesting UNICEF to (a) develop a new Gender Equality Action Plan, 2014-2017, (b) develop a performance management plan that includes a results framework, and a plan for monitoring, evaluation and reporting, and (c) cost and allocate adequate funds for the new Gender Equality Action Plan, 2014-2017;

2. *Also recalls* its decision 2013/20 on the UNICEF integrated budget, 2014-2017, reiterating its request to UNICEF to develop a costed Gender Equality Action Plan for 2014-2017;

3. *Takes note with appreciation* of the report on progress of work in gender equality and empowerment of women in UNICEF (E/ICEF/2014/10);

4. *Notes with appreciation* the consultative process of UNICEF in preparing the Gender Action Plan, 2014-2017;

5. *Welcomes* the UNICEF Gender Action Plan, 2014-2017 (E/ICEF/2014/CRP.12), including the four targeted gender priorities, the proposals for mainstreaming gender and addressing gender bottlenecks and barriers in programmes, and the proposals for increasing institutional effectiveness, including capacities and accountability, in the operationalization of the plan;

6. *Encourages* UNICEF to implement the plan in an effective and efficient manner, including by committing adequate resources and investing in the required staffing, capacity and systems, and stressing the importance of United Nations system-wide cooperation in its implementation;

7. *Requests* UNICEF to prepare annual reports on the implementation of the Gender Action Plan, to be presented at annual sessions of the Executive Board, providing updates on both programmatic and institutional results, including updates on financial resources and expenditures, using the Gender Action Plan results

matrix, indicators, and performance benchmarks, and also requests UNICEF to strengthen gender reporting in all of its work.

Annual session
6 June 2014

2014/9
Country programme document for Kenya

The Executive Board

1. *Recalls* its decision 2013/18 to consider, on an exceptional basis, the draft country programme document for Kenya at the first regular session of 2014 of the Executive Board, and to present the revised document for approval at the annual session of 2014;

2. *Also recalls* the request made by the Government of Kenya on 9 October 2013 to present the document for consideration and approval at the annual session of 2014;

3. *Further recalls* that the draft country programme document for Kenya (E/ICEF/2014/P/L.6) was circulated among Member States for their comments and inputs from 13 to 26 May 2014;

4. *Approves* the country programme document for Kenya, with the aggregate indicative budget of $54,640,000 from regular resources, subject to the availability of funds, and $124,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2014-2018.

Annual session
6 June 2014

2014/10
Annual report on the evaluation function and major evaluations in UNICEF

The Executive Board

1. *Takes note* of the annual report on the evaluation function in UNICEF (E/ICEF/2014/12) and the accompanying paper providing a management perspective on the issues raised in the report;

2. *Reaffirms* the central role played by the evaluation function in UNICEF and the importance of the principles set out in the revised Evaluation Policy (E/ICEF/2013/14) prepared in close consultation with Member States;

3. *Welcomes* the evidence presented in the report of continued strengthening of the evaluation function and encourages UNICEF to continue to systematically apply the revised Evaluation Policy;

4. *Also welcomes* the increased commitment to the preparation of management responses to all major evaluations and encourages UNICEF to ensure the timely preparation and discussion of these responses, as well as better monitoring of the implementation of evaluation recommendations;

5. *Takes note* of the key performance indicators tracking the effectiveness of the evaluation system and the administrative data on human and financial resources;

6. *Welcomes* the progress on quality ratings of evaluations, encourages UNICEF to strive towards sustaining and further improving a high level of quality ratings, and also encourages UNICEF to strengthen appropriate consideration of cross-cutting issues in evaluations;

7. *Also welcomes* joint evaluations and encourages UNICEF to present to the Executive Board management responses to joint evaluations;

8. *Notes* the effective contribution of regional offices within the highly decentralized evaluation system of UNICEF;

9. *Requests* UNICEF to report in 2015 on steps taken to implement the revised Evaluation Policy and on implementation of the plan for global thematic evaluations, 2014-2017;

10. *Also requests* UNICEF to present to the Executive Board on an annual basis a comprehensive overview of evaluation coverage, including, inter alia, coverage by region, theme and programme expenditure level;

11. *Further requests* UNICEF to inform the Executive Board of the implementation of the plan for global thematic evaluations, as contained in document E/ICEF/2014/3, as part of the annual report on evaluation.

Annual session
6 June 2014

2014/11
Office of Internal Audit and Investigations 2013 annual report to the Executive Board

The Executive Board

1. *Takes note* of the Office of Internal Audit and Investigations 2013 annual report to the Executive Board (E/ICEF/2014/AB/L.2), the UNICEF management response to the annual report of the Office of Internal Audit and Investigations for 2013 (E/ICEF/2014/AB/L.3) and the UNICEF Audit Advisory Committee 2013 annual report;

2. *Expresses* its continued support for the strengthening and resourcing of the internal audit and investigations function of UNICEF;

3. *Welcomes* the ongoing commitment of UNICEF to greater accountability and to the implementation of recommendations arising from its internal audits.

Annual session
6 June 2014

2014/12
Report of the Ethics Office of UNICEF

The Executive Board

1. *Takes note* of the report of the Ethics Office of UNICEF on its activities for 2013 (E/ICEF/2014/11) in compliance with Executive Board decision 2010/18 to present an annual report;

2. *Welcomes* the leadership of the Executive Director for his continued support and commitment to the work of the Ethics Office as evidenced by the progress demonstrated in this report;

3. *Notes with appreciation* the vital contributions made by the Ethics Office to foster a culture of ethics, integrity, and accountability at UNICEF, and urges the office to continue enhancing that culture;

4. *Recognizes* the actions taken by the Ethics Office to develop more systemic support to staff regarding conflicts of interest, and recognizes also the financial disclosure programme;

5. *Encourages* the Ethics Office to continue expanding its Ethics Training Programme to ensure it reaches all levels of staff, and requests the Ethics Office to continue using feedback on the training provided, as well as innovative approaches, to ensure that the training interventions continue to be effective and appropriate for all UNICEF personnel, including those in complex humanitarian situations, and also to ensure that the interventions represent a good investment of resources;

6. *Also encourages* the Ethics Office to continue its efforts in achieving coherence with other members of the Ethics Panel of the United Nations regarding the ethics policies, standards and practices of UNICEF;

7. *Requests* the Ethics Offices to improve protection for whistle-blowers by developing and implementing an effective policy on protection against retaliation that (a) specifies a statute of limitations of a minimum of six months for reporting retaliation, and (b) is in line with the management indicator on this issue included in the UNICEF strategic plan, 2014-2017;

8. *Also requests* the Ethics Office to continue to submit annual reports to the Executive Board at future annual sessions, in accordance with Executive Board decision 2010/18, which should contain recommendations to management that will strengthen the organizational culture of integrity and compliance.

Annual session
6 June 2014

2014/13
Creation of a fourth position of Assistant Secretary-General/Deputy Executive Director in UNICEF in the context of strengthened management for results across the organization

The Executive Board

1. *Takes note with appreciation* of the proposed organizational initiatives to strengthen leadership and management for results;

2. *Approves* the establishment of the position of Deputy Executive Director for field results at the level of Assistant Secretary-General;

3. *Requests* UNICEF to update the Executive Board ahead of the 2015 annual session on the structural and governance changes within UNICEF, including clarifying reporting lines, responsibilities and new accountabilities, and other effectiveness and efficiency initiatives as presented in document E/ICEF/2014/AB/L.4;

4. *Also requests* the Executive Director of UNICEF, in his 2015 annual report, to update the Executive Board on effectiveness and efficiency initiatives.

Annual session
6 June 2014

2014/14
Draft country programme documents

The Executive Board

Approves the aggregate indicative budgets for the following country and area programmes of cooperation:

Region country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2014*
East Asia and the Pacific				
Timor-Leste	2015-2019	5 650 000	55 000 000	P/L.3
Eastern and Southern Africa				
Angola	2015-2019	32 467 500	76 000 000	P/L.4
Comoros	2015-2019	5 155 000	15 730 000	P/L.5
Kenya*	2014-2018			P/L.6
Latin America and the Caribbean				
Bolivarian Republic of Venezuela	2015-2019	4 270 000	10 000 000	P/L.2
Middle East and North Africa				
Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine	2015-2016	8 800 000	18 423 000	P/L.7
Tunisia	2015-2019	4 540 000	5 000 000	P/L.8
South Asia				
Afghanistan	2015-2019	210 000 000	455 500 000	P/L.9
West and Central Africa				
Sierra Leone	2015-2018	35 780 000	205 585 000	P/L.10

* See the separate decision on the country programme document for Kenya.

Annual session
6 June 2014

Second regular session

2014/15
Country programme documents

The Executive Board

1. *Takes note* that the country programme documents, including aggregate indicative budgets, for Bosnia and Herzegovina, Ecuador, Guatemala and Paraguay (E/ICEF/2014/P/L.12-E/ICEF/2014/P/L.15), were circulated among Member States for their comments and input from 16 June to 7 July 2014, in accordance with its

decision 2014/1 on procedures for consideration and approval of country programme documentation;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Bosnia and Herzegovina, Ecuador, Guatemala and Paraguay (E/ICEF/2014/P/L.12-E/ICEF/2014/P/L.15).

Second regular session
11 September 2014

2014/16
Proposed programme of work for Executive Board sessions in 2015

The Executive Board

Adopts the programme of work for Executive Board sessions in 2015 as a flexible framework subject to revisions as appropriate in the course of the year.

Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (2 February 2015)

First regular session *3-6 February 2015*	*Annual session* *16-19 June 2015*	*Second regular session* *8-11 September 2015*
Organizational and procedural matters	**Organizational and procedural matters**	**Organizational and procedural matters**
Election of the President and Vice-Presidents of the Executive Board *(D)* (7 January 2015)[1]		Proposed programme of work for Executive Board sessions in 2016 *(D)*
Programme and policy matters	**Programme and policy matters**	**Programme and policy matters**
Programme cooperation:	Annual report of the Executive Director of UNICEF *(D)*	Programme cooperation:
Country programme documents *(D)*	UNICEF report on the recommendations of the Joint Inspection Unit[2] *(I)*	Country programme documents *(D)*
Extensions of ongoing country programmes *(D)*	Annual report on the implementation of the Gender Action Plan *(I)*	Extensions of ongoing country programmes *(D)*
Oral report on UNICEF follow-up to recommendations and decisions of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board meetings *(I)*	Programme cooperation:	
Update on humanitarian action *(I)*	Country programme documents *(D)*	
	Extensions of ongoing country programmes *(D)*	

[1] This date is tentative.
[2] The report is considered under the agenda item, "Annual report of the Executive Director of UNICEF".

First regular session *3-6 February 2015*	*Annual session* *16-19 June 2015*	*Second regular session* *8-11 September 2015*
Evaluation, audit and oversight matters	**Evaluation, audit and oversight matters**	**Evaluation, audit and oversight matters**
Evaluation reports and management responses *(I)*: – Real-time evaluation of the response to Typhoon Haiyan (Philippines) – Evaluation of upstream work in the education sector	Annual report on the evaluation function and major evaluations in UNICEF, and management perspective *(D)* Evaluation report and management response *(I)*: – Formative evaluation of the MoRES approach Report of the Ethics Office of UNICEF *(I)* Office of Internal Audit and Investigations 2014 annual report to the Executive Board, and management response *(D)* UNICEF Audit Advisory Committee annual report for 2014 *(I)*	Evaluation reports and management responses *(I)*: – Evaluation synthesis report
Resources, financial and budgetary matters	**Resources, financial and budgetary matters**	**Resources, financial and budgetary matters**
UNICEF annual financial report and audited financial statements for the year ended 31 December 2014 and report of the Board of Auditors *(I)* Private fundraising: 2015 workplan and proposed budget *(D)* Pledging event		Private fundraising: financial report for the year ended 31 December 2014 *(I)* UNICEF Strategic Plan: updated financial estimates, 2015-2018 *(D)*
Other matters	**Other matters**	**Other matters**
	Address by the Chairperson of the UNICEF Global Staff Association Reports of the field visits of the Executive Board *(I)*	

The Executive Board considers two types of agenda items:

(i) *For decision (D)*: The Executive Board is expected to discuss and adopt a decision under the agenda item. The secretariat prepares official documentation and a draft decision for consideration by the Executive Board;

(ii) *For information (I)*: The secretariat prepares documentation for information at the request of the Executive Board. The secretariat does not prepare a draft decision, but the Executive Board may opt to take a decision under the agenda item.

Second regular session
11 September 2014

2014/17
Critical mass of core resources and UNICEF Strategic Plan: updated financial estimates 2014-2017

The Executive Board

1. *Takes note* of the progress of funding the UNICEF reserve for staff liabilities;

2. *Recalls* its approval of the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2013/21), including the integrated results and resources framework, and reiterates its commitment to work with UNICEF to mobilize all required resources for its implementation;

3. *Requests* UNICEF to continue to improve its effectiveness and efficiency, including through the reduction of management costs and its ongoing Effectiveness and Efficiency initiative, and to further strengthen its transparency and accountability in an effort to strengthen development results and increase contributions from Member States;

4. *Notes* the importance of regular resources, which form the bedrock of the organization as they allow UNICEF to plan ahead, be strategic and responsive, strengthen accountability, transparency and oversight, advance United Nations coherence and coordination and provide predictable, differentiated services to respond to the needs of all children, particularly those in the poorest and most vulnerable programme countries;

5. *Urges* Member States to commit, as early as possible, contributions to UNICEF regular resources for 2014 and onwards, if possible through multi-year pledges;

6. *Notes* the important need to enhance the quality, predictability and alignment to the Strategic Plan of contributions to other resources, which comprise an important complement to the regular resource base, to be used for both development and humanitarian programming and the links between the two, in line with the universal mandate of UNICEF and in support to country-specific priorities;

7. *Notes with appreciation* the efforts of UNICEF to broaden its donor base, including through new strategic partnerships with a wide range of partners and to mobilize additional resources and other forms of support from diversified sources;

8. *Notes* the common principles for the concept of critical mass of resources and core resources as developed by United Nations funds and programmes, and *further notes* the background paper related to implementation of the quadrennial comprehensive policy review of operational activities for development on "Financing the UNICEF Strategic Plan, 2014-2017" (E/ICEF/2014/CRP.27);

9. *Notes with appreciation* the consultative process with Member States regarding possible approaches to critical mass of core resources for UNICEF, as well as other resources that are more predictable, less restricted/earmarked and aligned to the outcomes of the Strategic Plan, 2014-2017, in line with General Assembly resolution 67/226 of 21 December 2012 on the quadrennial comprehensive policy review of operational activities for development;

10. *Welcomes* the work undertaken so far by UNICEF to develop a publicly accessible online platform for tracking results and resources, including increased visibility for contributors of core funding;

11. *Recalls* its decision 2013/5, and in this regard, encourages UNICEF, in the context of the planned review of the new cost-recovery methodology and the related rates in 2016, to propose adjustments, as required, for the consideration of the Executive Board that may strengthen the incentives for providing more predictable and less restricted/earmarked core and non-core funding;

12. *Requests* UNICEF, in consultation with the Executive Board, to continue to explore incentives, mechanisms and funding windows to broaden the donor base in a cost-effective manner and to encourage donors to increase their core contributions as well as to shift to less restricted/earmarked non-core funding, and in this regard *requests* UNICEF to present to the Executive Board a resource mobilization strategic brief towards this end for consideration at its second regular session of 2015;

13. *Decides* to organize, with the support of the UNICEF secretariat, on an annual basis during the second regular session of the Executive Board, a structured dialogue with Member States to monitor and follow up the predictability, flexibility and alignment of resources provided for the implementation of the Strategic Plan, 2014-2017, including information on funding gaps;

14. *Approves* the framework of the planned financial estimates for 2014-2017;

15. *Approves* the preparation of programme expenditure submissions to the Executive Board of up to $1,247 million from regular resources in 2015.

Second regular session
11 September 2014

2014/18
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the one-year extensions of the country programme for Iraq and of the common country programme for the United Republic of Tanzania, which were approved by the Executive Director, as indicated in table 1 of document E/ICEF/2014/P/L.16;

2. *Approves* the two-year extension of the country programme for Botswana, a two-month extension, following two one-year extensions, for Mali, and a nine-month extension following a two-year extension for Colombia as presented in table 2 of document E/ICEF/2014/P/L.16.

Second regular session
11 September 2014